

RECRUITING, RETAINING, AND REWARDING TALENT JUST ISN'T WHAT IT USED TO BE. IN FACT, SUCCESSFUL COMPANIES FROM ALL SECTORS ARE COMING TO REALIZE THAT THEIR COMPETITIVE EDGE HINGES ON THEIR ABILITY TO FULLY UTILIZE THEIR KEY TALENT.



### CASE STUDY: GRONINGER USA

Ignoring issues of teamwork and talent retention can have devastating consequences for the bottom line; just as making the most of your key talent can spur new growth and opportunity.

Groninger USA, LLC. (a subsidiary of “Groninger”) learned these truths first hand. Groninger retrofits customized hi-tech machinery (manufactured at its headquarters in Germany) for the processing of pharmaceutical and cosmetic products.

Unfortunately the US location began to see declining profits. When Lothar Burger, Managing Director of Groninger began to investigate the reasons for this decline, he was surprised to learn that the real reasons for slipping performance did not rest in the actions of his competitors or even the realities of a changing market place.

*The core cause of the company's challenges was poor morale and inefficient teamwork.*

The company had been making efforts to stay abreast of key marketplace changes and economic challenges

resulting in reorganization, new management, clarified operations procedures and new operations and sales goals.

Unfortunately these strategic changes were resulting in serious operational shortfalls. The team as a whole, and some individuals in particular were experiencing great resistance to the transformation.

Personality conflicts were out of control, and this showed up 3 ways:

- **Lack of teamwork to process orders** – files were incomplete, orders were not processed correctly and orders were late;
- **Tension** – lack of communication between leaders and team members created a hostile work environment
- **Overall poor attitudes** – “the work wasn’t getting done and people were miserable; they didn’t want to come to work,” Ana Pryor, the Controller remarked.

When Claim Leadership, Inc. (CL) was engaged, morale was at an all-time low, and they were losing money. More importantly the leadership no longer knew what they needed to do to help employees who had once been star performers “get on board” with the many changes, and return to being star performers.

It seemed that a day couldn’t go by without team members being in conflict, refusing to properly complete their part of the work, and slowing the process.

Claim Leadership took the whole team through a 7 step process, based upon behavioral transformation research. This allowed the group to find both the places where they had strengths to build on, and also to find new ways to address areas for improvement.

The Claim Leadership process included training and “laser coaching” around self-awareness, focus and goal setting to help individual team members both adjust to change and build on their own unique strengths in order to create resiliency during change in the future.

**THE IMPACT WAS FELT IMMEDIATELY:**



**OVER \$700K IN SALES**

Over \$700K in sales was recouped quickly through working with Claim Leadership.



**\$1M+ IN BACK ORDERS**

The \$1M+ in back orders were processed and paid over the next 4 – 6 months.



**MORALE IMPROVED**

Morale improved as the team worked better together.

The initiative started at the top. Paula Guilfoyle worked with Lothar Burger (Managing Director) and Ana Pryor (Controller) to assess their talent and evaluate how to move the team forward, identify improvement strategies for key team members, and to re-structure for the future.

In addition, by working with the full team Claim Leadership was able to help Groninger create a culture of accountability and action- orientation and give them a common language and a step-by-step process for addressing change and growth in the future.

Some of the team-related improvements included:

- An employee who bottlenecked the system was dismissed.
- Customer support was re-structured for process efficiency.
- 2 new team members were quickly hired.
- Parts orders were expedited as team members took more individual responsibility.



In the end, Lothar Burger found that the challenges that Groninger had faced made them stronger. Declining profits turned into rebounding profits and they retained key talent and are poised to take on fresh opportunities in their market sector.

Groninger is not alone. The challenges and opportunities they face are ones that savvy organizations in every sector of our economy are facing.

Claim Leadership was pleased to help Groninger USA LLC re-charge their critical talent and grow, and we would be pleased to help you do the same.

Please contact us and learn how you can get started easily achieving increased profits, higher productivity and better team morale.

*“Paula created a sense of urgency as we addressed team issues that had plagued us for years. And, Claim Leadership provided the tools and skills to allow our team to better work through whatever challenge, tough meeting or business partner was in front of us and move on.”*

**-LOTHAR BURGER, MANAGING DIRECTOR, GRONINGER USA LLC**



**Positive. Focused. Productive.**

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